



*Massachusetts State Council
on Vocational Education*

*State House, Room 51
Boston, MA 02133*

OFFICERS

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Arthur Osborn, Jr.

October 10, 1990

Telephone
(617) 727-2499

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Authur Osborn
AFL-CIO
8 Beacon St., 3rd Floor
Boston, MA 02108

EXECUTIVE DIRECTOR

James L. Green

EXECUTIVE ASSISTANT

Thomas L. Shaughnessy

Dear Authur:

On behalf of the Massachusetts State Council on Vocational Education I want to extend our sincere thanks for helping to make our Forum on Education and the Economy so successful.

Your remarks were right to the point and extremely well received.

Best of luck on the campaign to defeat Question 3. Also we wish you will on your-coming retirement.

Again thank you so much.

Best regards,

James L. Green
Executive Director

jr:01699/15



The Commonwealth of Massachusetts

HOUSE OF REPRESENTATIVES
STATE HOUSE, BOSTON 02133

ATHAN "SOCO" CATJAKIS
REPRESENTATIVE
9TH HAMPDEN DISTRICT
WARDS 1 AND 2
127 MELHA AVENUE
SPRINGFIELD, MA 01104
TEL. 732-0522

LEGISLATIVE ASSISTANT
DENNIS M. MURPHY
TEL. 788-8624

Committees on
Health Care
Government Regulations
Federal Financial Assistance
ROOM 130, STATE HOUSE
TEL. 722-2130

October 9, 1990

Mr. Arthur R. Osborn, President
Massachusetts/ AFL-CIO
8 Beacon Street
Bosto, Massachusetts 02108

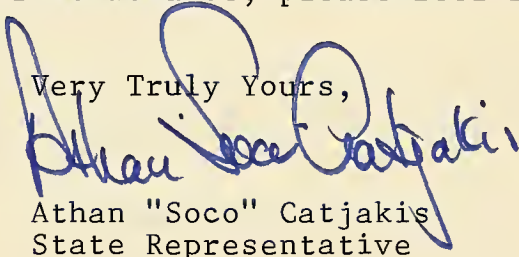
Dear Mr. Osborn:

I would like to take this opportunity to thank you and the members of your organization for your kind endorsement of my candidacy for re-election to the Massachusetts House of Representatives.

Throughout my first three terms I have always been sensitive to the needs of organized labor. Your strong support for my re-election is very rewarding to me. I look forward to working closely with you in the upcoming legislative session.

If I can ever be of any further assistance, please feel free to contact me.

Very Truly Yours,


Athan "Soco" Catjakis
State Representative

ASC/lmr



THOMAS VAN ARSDALE
PRESIDENT
NEW YORK CITY
CENTRAL LABOR COUNCIL—AFL-CIO

October 24, 1990

Arthur R. Osborn, President
Massachusetts AFL-CIO
8 Beacon Street, 3rd floor
Boston, Massachusetts 02108

Dear President Osborn:

At a time when labor's legislative programs and aspirations are either being defeated or opposed at the national level, I believe that it is most important that we have many coordinated, energetic campaigns at the state level.

One outstanding example I write to share with you.

In New York State we had the recent success of passing a new law providing for a \$50,000 death benefit for a worker killed on the job who has no dependents. We feel that this is, at least, some recognition of the importance of a worker killed on the job.

It is interesting to compare benefits under workers' compensation with awards made in public liability cases.

It is probably very little known or understood that most states have a death or burial benefit not to exceed \$3,000.

We think that this legislation has a good chance of success in many states and, therefore, urge you to consider placing this item on your legislative agenda and pursuing it in the next legislative session.

For your information, enclosed is a copy of the new New York State law.

If you have any questions or wish to share your experiences with us, please do not hesitate to contact me at the New York City Central Labor Council.

With best wishes, I remain

Fraternally,

Thomas Van Arsdale

Thomas Van Arsdale

TVA:cd
opeiu:153
enclosures

STATE OF NEW YORK

6160--A

Cal. No. 652

1989-1990 Regular Sessions

IN SENATE

June 5, 1989

Introduced by Sen. LACK -- read twice and ordered printed, and when printed to be committed to the Committee on Rules -- recommitted to the Committee on Labor in accordance with Senate Rule 6, sec. 8 -- reported favorably from said committee with amendments and ordered reprinted as amended and when reprinted to be committed to the order of first report


AN ACT to amend the workers' compensation law, in relation to death benefits to be paid if there be no surviving spouse or children

The People of the State of New York, represented in Senate and Assembly, do enact as follows:

- 1 Section 1. Section 16 of the workers' compensation law is amended by
- 2 adding a new subdivision 4-b to read as follows:
- 3 4-b. If there be no surviving spouse or child under the age of
- 4 eighteen years or under the age of twenty-three years if enrolled and
- 5 attending as a full time student in an accredited educational institu-
- 6 tion and such enrollment and full time attendance is certified by such
- 7 institution or dependent blind or physically disabled child of any age
- 8 or grandchildren or brothers and sisters if dependent upon the deceased
- 9 at the time of the accident, under the age of eighteen years, or under
- 10 the age of twenty-three years if enrolled and attending as a full time
- 11 student in an accredited educational institution and such enrollment and
- 12 full time attendance is certified by such institution or disabled blind
- 13 or physically disabled grandchildren or brothers and sisters of any age,
- 14 then a sum of fifty thousand dollars shall be paid to the deceased's
- 15 surviving parents or if there be no surviving parents to the deceased's
- 16 estate.
- 17 § 2. This act shall take effect July 1, 1990 and shall apply to deaths
- 18 occurring on and after such date.

EXPLANATION--Matter in italics (underscored) is new; matter in brackets [] is old law to be omitted.

LBD11289-02-0



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Coalition of Labor Union Women *Greater Boston Chapter*

c/o District 65, UAW, 636 Beacon St., Boston. MA 02215
617-536-6949

President Arthur Osborn
Massachusetts AFL-CIO
8 Beacon Street
Boston, Mass. 02108

November 12, 1990

Dear President Osborn,

Preparation for the CLUW conference is going well. Thank you for your help encouraging participation from unions across the state. It looks like there will be union women attending from a wide range of locals.

In the letter to you requesting the cooperation of the Mass. AFL-CIO for this conference, I had mentioned that we would like to have you or someone representing the Massachusetts AFL-CIO say a few words of solidarity and support at the opening session. Because of the work for the elections and my back problems, I have not gotten back to you until now to confirm this. I apologize for the delay.

Hopefully, you will still be able to attend on Saturday morning, November 17 at UMass Boston, 100 Arlington Street. The opening session will run from 9:00am until 9:40am. Sandy Pope, the Executive Director of National CLUW, will be the main speaker during that session. If that is not a convenient time, there will be another opportunity to speak during the final afternoon session starting at 3:15pm until 4:15pm. We are having a reception after that until 5:00pm if you would like to stay and meet some of the participants.

Again, I apologize for the delay in getting back to you to confirm this. You can call me at my home (354-2283) to let me know if you or someone else from the Mass. AFL-CIO will be able to attend.

In Solidarity,

Joanie Parker, Pres. Boston CLUW



MASSACHUSETTS/AFL-CIO

Voice of Organized Labor 400,000 Strong

November 13, 1990



Paul M. Craig, President
Branch 64 - NALC
U.S. Post Office
Northampton, Mass. 01060

Dear Brother Craig:

As we await your per capita check which will enter you into our Solidarity Family of the Massachusetts AFL-CIO Council's 400,000 members strong, I thought I would respond to your recent letter.

I am glad to inform you we welcome members who do not blindly accept candidates for public office, that is why we take recommendations from Local Unions and Central Labor Councils prior to our open forum statewide COPE endorsement meetings and will welcome your input.

In our Vote No on Question #3 campaign, we fought back against the same anti-worker group who sponsored Question #2 in 1988 and once again, union working peoples' worth was supported by over a million Massachusetts voters.

In solidarity, we will proudly use our strength to fight back these same groups who in the future will attempt to privatize Postal Delivery and currently support the Hatch Act.

The Trade Union's main strength is a collective voice; we welcome the addition of Branch #64 to our chorus.

With best regards and

In solidarity,


ARTHUR R. OSBORN
PRESIDENT

P.S. - Enclosed please find an application for membership with the Massachusetts AFL-CIO Council.

MASSACHUSETTS / AFL-CIO

8 BEACON STREET • BOSTON, MA 02108 • TELEPHONE 617 / 227-8260 • FAX 617 / 227-2010

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CHARLES E. THOMPSON
MANNY WILLIAMS



31 Oct 90

Arthur R. Osborn,
President
Massachusetts AFL-CIO
8 Beacon St, 3rd Floor
Boston MA 02108

Dear Brother Osborn:

We met briefly at the state NALC convention.

And, I have just persuaded my membership to affiliate with the state AFL-CIO.


But, most of our people do not see eye-to-eye with blind acceptance of candidates for public office who would keep the good ship of state Massachusetts on the course held by Disaster Dukakis.

Indeed, there are apparently miscreant uses of tax dollars on the Ballot Question 3 issue; as a labor leader I have absolutely no truck with turpitude.

So, I will do all I legally can to suggest a different course for our Commonwealth, as is perhaps indicated by the attached letter.

In solidarity on UNION matters, I am,

With best regards,


Paul M. Craig,
President

PS: I would like to point out that in my 1974 candidacy for State Representative from this district I presented the case for more jobs and a better way of life by following the solar/renewable energy course instead of nuclear generation. The other candidate is still in office.

BRANCH 64

CHARTERED
7 NOVEMBER 1890

NORTHAMPTON
MASSACHUSETTS

The Center
of
Hampshire County
Birthplace
of the
Bill of Rights

US Post Office
Northampton, MA 01060
(413) 584-0960



URBILINE

31 Oct 90

Letters Editor,
Daily Hampshire Gazette
Northampton 01060

Dear Editor:

By golly, beloveds, the tragedy of Ballot Question 3 is already upon us.

The Northampton school system has used tax dollars to scare our youth and then send the students home with propaganda about Q3.

Never mind the questions of morality and legality--and the latter must be investigated at some time--why did our educators fail to see that presenting one viewpoint on an important public issue is anathema to their own stated goals of educating our children?

Instead of leading reasoned discourse, our educators joined the special pleaders who fantacize projections of doom if Q3 is law; real budgetary decisions can only be made by the legislators we put in office.

Are we so afraid of change--and we all know change must come because our state is already an economic derelict--that we really want to maintain our present course?

If political new-comer John Silber thinks passage of Q3 will put our ship of state on the rocks, perhaps his hand at the helm will steer the same course held by Disaster Dukakis.

If political veteran Bill Weld wants to see the uncharted land of Q3 on the horizon, perhaps he has the vision to take our ship of state out of harm's way.

Massachusetts, Hampshire County and Northampton are rightfully proud of our educational excellence. On election day, let's put that education to the practical use of putting our Commonwealth of Massachusetts on a new course of life, liberty and happiness for all our neighbors.

Paul M. Craig
PO Box 445
Northampton MA
584-0856 (at PO: 584-0960)

30



AL BILIK, *President*

JOHN F. LEYDEN, *Secretary-Treasurer*

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Moe Biller

Albert Shanker

Angelo Fosco

John J. Sweeney

Vincent R. Sombrotto

Alfred K. Whitehead

John N. Sturdivant

November 7, 1990

Mr. Arthur R. Osborne, President
Massachusetts AFL-CIO
8 Beacon Street, 3rd Floor
Boston, Massachusetts 02108

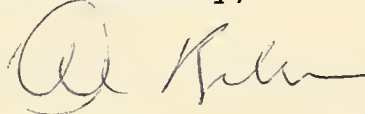
Dear Arthur:

Congratulations on the tax referendum victory! It was overwhelming. You and the committee deserve full credit for delivering the message to the voters, and delivering it so very well.

Thomas Jefferson, who had such great faith in an informed public, would be smiling probably today at the initiative results in Massachusetts.

Again, congratulations and warmest personal regards.

Fraternally,



Al Bilik
President

AB/lbb
opeiu #2, afl-cio

cc: Lane Kirkland
Joe Shantz

6

ANGOFF, GOLDMAN, MANNING,
PYLE, WANGER & HIATT, P.C.

COUNSELLORS AT LAW

44 SCHOOL STREET

BOSTON, MASSACHUSETTS 02108

(617) 723-5500

FACSIMILE: (617) 742-1015

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ROBERT D. MANNING
WARREN H. PYLE
E. DAVID WANGER
JONATHAN P. HIATT
DAVID B. ROME

SAMUEL E. ANGOFF
(1929-1978)

SIDNEY S. GRANT
(1929-1957)

October 31, 1990

• HAROLD L. LICHEN
SANDRA CRISTOFOLETTI QUINN
• SHAILAH T. STEWART
KATHERINE D. SHEA
BETSY L. EHRENBERG
~~RANDALL G. SMITH~~*****
J. F. MCMAHON

JOSEPH E. COFFEY
OF COUNSEL

• ALSO ADMITTED IN
NEW YORK AND MAINE
• ALSO IN NEW YORK

LAURA A. TWEEDALE
LEGAL ADMINISTRATOR

Arthur Osborne, President
Massachusetts AFL-CIO
8 Beacon Street
Boston, MA 02108

Dear Arthur:

On Thursday November 1, 1990, I will be in Maine for negotiations, but I would much rather be at your affair.

Congratulations on what you have accomplished and good luck in what you hope to do.

Cordially,

Albert L. Goldman
Albert L. Goldman *(ba)*

ALG/ba



November 2, 1990

Mr. Arthur Osborne
President
Massachusetts AFL-CIO
8 Beacon Street
Boston, MA 02108

Dear Arthur:

I want to thank you for helping to make City Year For A Day 1990 such a resounding success. As one of our three co-sponsors for the annual serve-a-thon, Organized Labor helped us recruit more than 1,600 participants, serve 82 community organizations and raise more than \$200,000 to help fund City Year's full-time service program.

City Year For A Day participants enjoyed their day of community service and we are confident they will return next year -- with friends! The serve-a-thon is well on its way to becoming an autumn institution in the Greater Boston area, a day that people from all walks of life look forward to year after year. Organized Labor has helped the event grow and we hope that in the months and years ahead the relationship between City Year and Labor continues to grow.

You should know that in addition to Steve Sullivan of the Frontlash program, Patty Maher of Ironworkers Local 7 and Joe Calci of Painters District Council 35 were especially helpful in making City Year For A Day a success. Please pass along our thanks to them.

Thank you,

Eric Schwarz
Director,
City Year For A Day

P.S. I have enclosed several t-shirts from the event for you and other people in the office. Perrier donated 2,500 of the shirts, so we were able to give one to everyone who did the day.

cc:
Joe Calci
Patty Maher
Steve Sullivan





BOSTON COLLEGE
CHESTNUT HILL, MASSACHUSETTS 02167

BOSTON CITIZEN SEMINARS
(617) 552-3930

REMINDER NOTICE

The Howell Report: Into the 1990's, The City of Boston and the Future of Massachusetts is the first in the 1990 series of Boston Citizen Seminars.

Chairman will be Frank E. Morris, holder of The Peter F. Drucker Chair in Management Sciences, School of Management, Boston College and former president of Federal Reserve Bank of Boston.

The participants: James M. Howell, President, The Howell Group; Charles J. Casamento, President and Chief Executive Officer, Interneuron Pharmaceuticals Incorporated, Lexington; Robert C. Wood, The Henry R. Luce Professor of Democratic Institutions and Social Order, Wesleyan University; and Stephen F. Coyle, Director, Boston Redevelopment Authority.

After the participants deliver their formal papers of about 10 minutes each, the seminar will be open for questions and discussion.

The seminar will take place in The Ballroom of the Marriott Long Wharf Hotel, 296 State Street, Boston on Thursday, November 8 at 4:00 p.m. At 6:00 p.m., there will be a reception to which all are invited.

If you plan to attend this seminar and have not already notified us, please call the Management Center of Boston College, 617-552-3930.

We look forward to seeing you on Thursday, November 8 at 4:00 p.m.

John T. Galvin
Chairman

Coffee will be served beginning at 3:30 p.m.

C

SCOTT
Harshbarger
ATTORNEY GENERAL

November 5, 1990

Arthur Osbourne
Massachusetts AFL-CIO
8 Beacon Street
Boston, MA 02108

Dear Mr. Osbourne:



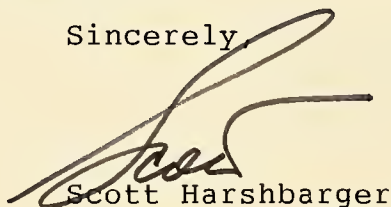
I want to thank you for your endorsement. Your support of my candidacy for Attorney General means a great deal to me personally.

If elected, I will repay your faith in me by being an independent, professional, non-political Attorney General, and making the Attorney General a leader in meeting the challenges we face.

I look forward to working with you over the next four years to fight urban violence, drugs, public corruption, and in our efforts to restore confidence in our system of justice, to protect the environment and to safeguard the civil rights of every citizen of the Commonwealth.

Thank you again for your support.

Sincerely,



Scott Harshbarger

SH:mps

VETERANS
WORKSHOP
BOSTON

17 COURT STREET
NEW ENGLAND SHELTER
FOR HOMELESS VETERANS
BOSTON, MASSACHUSETTS 02108
(617) 248-9400

October 29, 1990

Mr. Arthur Osborn, President
Mass. AFL-CIO
8 Beacon Street
Boston, MA 02108

Dear Mr. Osborn:

On behalf of The Board, the Staff, and most especially the Residents of the **New England Shelter for Homeless Veterans**, I want to thank you for your contribution of \$3000.00. We've come a long way this year, and we couldn't have done it without the help of people like you.

Over 25,000 times a veteran has placed his head on a pillow at Court Street. Over 15,000 meals have been served, and over 5,000 times a veteran has been fitted with donated clothing. We have provided over 8,000 hours of veterans counselling to homeless veterans.

We are fighting a war against homelessness and we are proud to number you among our ranks. Thank you for your support.

God Bless the Warriors,

Ken Smith
Ken Smith
President

KLS/ml

C

ROPES & GRAY
ONE INTERNATIONAL PLACE
BOSTON, MASSACHUSETTS 02110-2624

30 KENNEDY PLAZA
PROVIDENCE, R.I. 02903
(401) 521-6400
TELECOPIER: (401) 521-0910

(617) 951-7000
TELECOPIER: (617) 951-7050
Writer's Direct Dial Number: (617) 951-7449

1001 PENNSYLVANIA AVENUE, N.W.
WASHINGTON, D.C. 20004
(202) 626-3900
TELECOPIER: (202) 626-3961

November 2, 1990

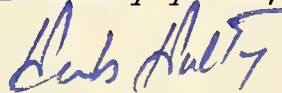
Mr. Arthur Osborne
President
Massachusetts AFL-CIO
8 Beacon Street
3rd Floor
Boston, MA 02108

Dear Arthur:

I want to thank you very much for your help and support on the Joe Brennan fundraiser. It certainly was not easy pulling this event together on such short notice and during these tough times, but Labor really came through to make this a solid event. I know that Senator Mitchell was particularly pleased with the turnout and I know also that he was grateful to have your support. I, too, am grateful.

With thanks,

Sincerely yours,



Herbert L. Holtz

HH/ked:HHTHANKU.XO

C

Thomas P. White

THREE NOTTINGHAM ROAD
WORCESTER, MASSACHUSETTS 01609

Dear Arthur

I would like to express my sincere appreciation and deepest thanks for your contribution to my campaign for re-election to the Massachusetts State Senate.

In politics we must call upon our friends repeatedly and I am extremely fortunate to have your support. Although the last two years have been somewhat frustrating, I look forward to serving as your Senator for another term. I assure you that I will continue to advocate the issues that will improve the quality of life in Central Massachusetts.

Again, my thanks for your generosity and support. Please, never hesitate to contact me if I can be of help to you.

Sincerely,
Tom

November 2, 1990

Arthur Osborn
Mass AFL/CIO
8 Beacon Street
Boston, MA 02108

Dear Mr. Osborn,

On behalf of Opinion Dynamics, I'm pleased to announce that Albert H. (Tad) Cantril has become Senior Research Consultant to the firm.

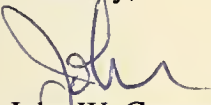
We have known Tad's work for many years and welcome the depth and breadth of interests he brings to the firm. His experience in opinion research ranges over many areas including: employment and job creation, municipal services and infrastructure, environmental policy, values and political behavior, attitudes on foreign policy issues, cross-cultural international research, legal needs, and problems of the non-profit and voluntary sectors. He has worked for numerous clients in the public and private sectors and has consulted with the Gallup and Roper organizations and with NBC News.

As president of the National Council on Public Polls, Tad was at the forefront of efforts to improve the use and reporting of polls by news organizations. His latest book—The Opinion Connection: Polling, Politics, and the Press—will be out in December. In addition to his work in opinion research, he has served in government, working for the Senate, the White House, the Office of Management and Budget, and the State Department.

Tad will be working with us to develop measures of public attitudes to help the public and private sectors. He will be available to work with clients on specific projects as well as providing general counsel.

In the midst of another year of corporate growth, we welcome Tad Cantril and the resources he brings to the firm and its clients. We hope his affiliation with the firm will help us meet our commitment to providing our clients with the finest opinion and marketing research available.

Sincerely,


John W. Gorman
President



November 1, 1990

Mr. Arthur R. Osborn
President
Massachusetts AFL-CIO Council
8 Beacon Street
Third Floor
Boston, MA 02108

Dear Arthur:

On behalf of the Greater Boston Convention & Visitors Bureau, I want to thank you for the renewal of your investment in our organization and the convention and visitor industry. We appreciate your support and encourage your continued participation in our programs and marketing efforts which are designed to continually attract visitors and conventions to the Greater Boston area.

Your renewed commitment recognizes the importance of the Bureau's program of work and ensures that Greater Boston maintains an aggressive marketing plan to compete and succeed among the travel destinations world-wide.

Sincerely,

A handwritten signature in cursive script, reading "Mark J. McDermott".

Mark J. McDermott
Executive Vice President

GREATER BOSTON CONVENTION & VISITORS BUREAU, INC.

Prudential Plaza • P.O. Box 490 • Boston, MA 02199 • (617) 536-4100 • FAX (617) 424-7664 • Telex 506436



October 26, 1990

Mr. Arthur Osborn
President
AFL-CIO Council
8 Beacon Street
Boston, MA 02108

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MARY LOU CRANE RYAN
GARY L. SAUNDERS
THOMAS STEMBERG
MICHAEL WALROD
FRANK WHEATLEY

Dear Mr. Osborn:

On January 29, 1991, my Aunt Barbara Bush will chair, with co-hosts Barbara Walters and Tip O'Neill, a Gala celebration and fundraiser for I Have A Dream-Boston.

I Have A Dream was founded in 1981, when Eugene Lang addressed a sixth grade elementary school graduation in Harlem and spontaneously pledged to pay college tuitions for those 62 students if they graduated from high school and went on to college. What began as an impulse by a wealthy industrialist became a dream come true for 90 percent of those sixth graders who graduated from high school, with two-thirds going on to college.

Today there are 140 I Have A Dream programs in 40 cities around the country and it has become a model for successful, one-to-one intervention with inner city kids in public schools.

The General Accounting Office reports that it is among the most effective dropout prevention programs and New York State has adopted legislation based on the model Lang created.

Today I Have A Dream is in Boston because I have chosen the 111 children in the fifth grade of the Mather Elementary School in Dorchester to be our first Dreamers. This Gala in January will help us raise the balance of the funds we need to support the first Dream class and we need your help.

Please join us at the second of several pre-Gala breakfasts to hear specifically about the Boston program and the January event. We will meet:

November 14, 1990 at 8:00 a.m.
The Federal Club
100 Federal Street
Boston, Massachusetts

The program will end promptly at 9:00 a.m., if not sooner.

As of today, we have commitments from individual and corporate sponsors to sell or purchase tables amounting to a total of \$180,000. We hope to add your name to the list. Please R.S.V.P. to (617) 439-7700 by November 9.

Look forward to seeing you there.

Best regards,

James L. Bush
Founder
I Have A Dream-Boston



INTERNATIONAL LADIES' GARMENT WORKERS' UNION

1710 BROADWAY
NEW YORK, NY 10019
212-265-7000

October 24, 1990

C

Arthur Osborn, President
Mass. State AFL-CIO
8 Beacon St.
Boston, MA 02108

Dear Arthur:

I see in the Labor Guild newsletter that there will be a "time" for you on Nov. 1. I'll be in Pennsylvania on that day, and can't attend the event, but I do want to congratulate you for the outstanding leadership you have given to the Massachusetts labor movement these past ten years, and also for the personal help and support you gave to me.

These have not been easy years for organized labor, but your aggressive approach to representing our interests will be a hard act to follow.

Thanks again, and best of luck in the years to come.

Fraternally,

Carl L. Proper
Assistant to the President



JAY MAZUR
PRESIDENT

IRWIN SOLOMON
GENERAL SECRETARY-TREASURER

EDGAR ROMNEY
EXECUTIVE VICE PRESIDENT

GENERAL EXECUTIVE BOARD RONALD ALMAN/NICHOLAS BONANNO/SAMUEL BYER/SUSAN COWELL/EVELYN DUBROW/SAM FINE/JOSEPH FISHER/SALVATORE GIARDINA/SOL HOFFMAN/MATTIE JACKSON/
LILLIAN KOLWYCK/BARBARA LAUFMAN/WILLIAM LEE/LOU MONTENEGRO/PETER NADASH/STEVEN NUTTER/GERALD ROY/ANTHONY SCIUTO/PAUL WINSLOW ■ SOL C. CHAIKIN, PRESIDENT EMERITUS

**BOSTON
EVENING**

**MEDICAL
CENTER**

Established in 1927 as the
Boston Evening Clinic

314 Commonwealth Ave.
Boston, Mass. 02115
617-267-7171

**Departments
by Specialty**

Allergy
Cardiology
Dermatology
Family Planning
Family Practice
Gastroenterology
Geriatrics
Gynecology
Internal Medicine
Mental Health
Minor Surgery
Neurology
Nutrition
Ophthalmology
Orthopedics
Pediatrics
Physical Therapy
Podiatry
Sports Medicine
Urology

Clinical Laboratory
Electrocardiogram
Laboratory
Pulmonary Function
Laboratory
Radiology Department
Proposed
Occupational Health

Dear Friend:

The Boston Evening Medical Center, begun in 1927 as the Boston Evening Clinic, continues its services to the community in spite of financial hardships. The Center has provided medical care to millions of people and despite rising costs, has extended its services to include new clinics and many extra services for the elderly.

The Center, located at 314 Commonwealth Avenue, Boston operates on a non-profit basis, relying on foundations, corporations, businesses and private contributors to provide comprehensive afternoon and evening medical care for ambulatory patients.

There are thousands of people in our community who cannot afford the time or the money to seek private medical attention. It is for these people that the Boston Evening Medical Center provides an invaluable service----timely medical help at a cost people can afford.

The Boston Evening Medical Center is in the business of helping others: to continue to carry on this service in the face of rising costs, we need your help to overcome our growing deficit.

Let me thank you for your continued generous financial support of our operation over the past many years. We are most grateful.

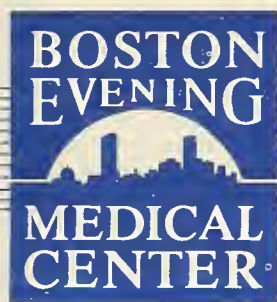
The Trustees and staff wish you a very happy and healthy holiday season.

Sincerely,

Alexander Preston M.D.
Alexander Preston, M.D.
Medical Director

AP/rq

Upholding
a proud tradition
of comprehensive
and highly specialized
medical care
since 1927.



314 COMMONWEALTH AVENUE, BOSTON

267-7171

PRIMARY CARE IS OUR PRIMARY CONCERN

At The Boston Evening Medical Center (BEMC), you get to choose your own primary care physician, who will from then on coordinate all of your medical care needs. This way, families and individuals can have the best of both worlds: a family doctor with whom you can establish a close, long-term doctor-patient relationship and teams of specialists ready when you need them.

True to the spirit of the traditional family doctor, we also provide 24 telephone coverage, so that you can always contact your physician or an on-call physician in case of an emergency.

SPECIALTY CARE IS OUR SPECIALTY

You'll find that most medical specialties are represented right here at the Boston Evening Medical Center. Appointments for our Neurology, Cardiology and Minor Surgical Departments require a primary care physician referral. Appointments for Dermatology, Allergy, Ophthalmology, Podiatry, Gynecology, Urology, and Cosmetic Dermatology do not.

In all cases, of course, all our medical records are strictly confidential.

■ **Our Allergy Department** offers diagnosis and treatment of allergic disorders including hives, hayfever, and asthma. We offer skin testing and allergy desensitization injections for both BEMC patients and patients with their own sera and doctor's orders. In addition, we evaluate asthma and other chronic lung diseases with Pulmonary Function tests.

■ **Our Cardiology Department** diagnoses and evaluates heart and vascular problems.

■ **Our Comprehensive Physical Examinations** combine a thorough history with complete examinations, laboratory work and x-ray studies. Special exams include:

Employment Physicals - a complete history and examination, plus the Mantoux Tuberculin test.

School Physicals - a complete history

and examination, plus the completion of school medical forms and the Mantoux Tuberculin test.

Immigration and Visa Physicals - a complete history and examination, plus chest x-rays, serology, and urinalysis, as well as ova and parasite testing when required.

Insurance Physicals - a complete history and examination, plus the completion of Life Insurance forms by the attending physician.

■ **Our Cosmetic Procedures** include chemical peels, collagen implants, hair transplants, dermabrasions, and permanent eye liner.

■ **Our Dermatology Department** provides full diagnostic and therapeutic services for all skin problems.

■ **Our Family Planning Services** include individual counseling on methods of contraception, including information about how they work and what complications can occur. We also follow-up with health care when appropriate.

■ **Our Family Practice Department** coordinates good old fashioned family doctor care for the entire family, from the special needs of children to those of the elderly. This includes diagnostic evaluations, periodic examinations, and follow-up.

■ **Our Gynecology Department** offers annual examinations and Pap Smears as well as diagnosis and treatment of diseases of the female reproductive system, including sexually transmitted diseases.

■ **Our Immunizations** cover all overseas travel and school shots as well as flu and pneumonia vaccines.

■ **Our Mental Health Services** include full psychiatric counseling, group therapy, and individual therapy by our staff of Psychiatrists and Psychologists.

■ **Our Minor Surgery Department** sutures lacerations, removes small benign tumors, and treats varicose veins and rectal problems.

■ **Our Neurology Department** treats diseases of the nervous system, including dizziness, migraine headaches, seizures, and Parkinson's disease.

■ **Our Nutritional Services** help with weight problems, elevated triglyceride or cholesterol levels, diabetes, and hypertension. We also treat children with basic nutritional problems. Referrals from outside physicians are accepted.

■ **Our Optometry Department** provides evaluation for corrective lenses and glaucoma screening.

■ **Our Orthopedics Department** diagnoses and treats disorders of the musculoskeletal system including arthritis, bursitis, and sciatica.

■ **Our Podiatry Department** provides complete care of the feet.

■ **Our Sports Medicine Department** evaluates and treats all sports related injuries, symptoms and disabilities. It includes a **Runner's Clinic** which specializes in running-related lower extremity problems.

■ **Our Urology Department** treats kidney, bladder, prostate diseases, urinary incontinence, infertility, and performs vasectomies.

JUST CALL 267-7171 FOR AN APPOINTMENT

Our switchboard is open from 9:30 AM to 9:30 PM Monday through Thursday, 9 AM to 5 PM Friday.

Appointment hours run from 12 Noon to 9 PM Monday through Thursday, 9 AM to 2 PM Friday.

Our Senior Drop-In Center is open from 12 Noon to 4 PM Monday through Friday. All seniors of Metropolitan Boston are invited to join us for day trips, arts and crafts classes, TV, and a variety of other social and medical services. The Council of Elders provides a hot lunch program. Free van service is available to and from the Center to those seniors living in our community.



ack in 1927, when the Roaring Twenties were about to end and the Great Depression was yet to come, a young doctor by the name of Morris A. Cohen had a dream. A dream to open a clinic which offered the people of Boston's Back Bay the most comprehensive and specialized medical care available.

He made that dream a reality when he opened the doors to The Boston Evening Clinic. Doors that remain open to this day to *all* who walk in, no matter where you live or how much money you make.

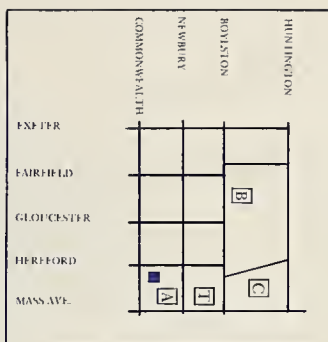
Today the non-profit Boston Evening Medical Center offers a full Clinical Laboratory equipped for diagnostic testing in hematology, chemistry, bacteriology, and serology. A Radiology Department equipped for both routine and specialized examinations. And a fully equipped Pulmonary Function Laboratory.

All staffed by an exceptional team of Doctors, Registered Nurses, Licensed Practical Nurses, and paramedical personnel. Many of whom are affiliated with major teaching hospitals in the area and thus represent the finest experience and the latest expertise in primary care and our many specialties. The Center itself is affiliated with Tufts New England Medical Center and is a member of the Tufts Associated Health Plan (TAHP), a health maintenance organization.

What's more, the price is right. In support of our belief in medical care for all, we maintain a moderate fee schedule. And you may pay by cash, check, MasterCard, VISA or American Express.

Of course, we also accept third party insurance including Blue Cross, Medicaid, Medicare, and other commercial insurance.

■ **The Boston Evening Medical Center**
314 Commonwealth Avenue, Boston, MA 02115



HOW TO GET HERE: By MTA take the Greenline to Auditorium Station (T). By car, find on-street parking or garage parking at Danker & Donohue Garage on Newbury Street (A) or at the Prudential (B) or Cheri (C) garages.

SUSAN CUNNINGHAM CAMPBELL

COMMUNICATIONS CONSULTANT

29 FRANKLIN STREET

MARBLEHEAD, MASS. 01945

TEL: 617-631-3098



November 16, 1990

Mr. Arthur Osborn
Massachusetts State Labor Council AFL-CIO
5 Beacon Street - 3rd Floor
Boston, MA 02108

Dear Mr. Osborn,

Amy Perry of Mass Pirg suggested to me to get in touch with your organization.

For the past two years I have been Marblehead's Recycling Chairman, while carrying on a communications consulting practice emphasizing public speaking, writing and public relations.

My committee has expanded the program successfully despite problems with transportation and the markets. We now hope to put in place a hazardous waste program and are beginning to explore those avenues.

I would like to take my experience and transfer it into the environmental sector. I would appreciate the opportunity to talk with you and shall plan to call you after Thanksgiving.

Sincerely,

Susan Cunningham Campbell

Susan Cunningham Campbell

SUSAN CUNNINGHAM CAMPBELL

29 Franklin Street
Marblehead, Massachusetts 01945
(617) 631-3098

COMMUNICATIONS

Teaching:

- Design curriculum and instruct clients/students on how to write and speak effectively to influence their business constituents.
- Coach clients on a one to one basis on effective writing and presentation skills.
- Give speeches to fraternal and non-fraternal organizations on how to get the results you want with your writing and speaking.
- Taught business students at Northeastern University and Lesley College how to write effective memos, reports, proposals and to make effective presentations.
- Taught Word Perfect, Lotus 1-2-3, and PC DOS as instructor and as consultant.

Public Relations:

- Write and place press releases in major publications (e.g. *Infoworld* and *MicroMarket World*).
- Write articles, speeches, newsletters and brochures for publication.
- Coached editors on benefits/features of new product (Twin) versus Lotus 1-2-3.

Publications:

- Former regular columnist for *Adult and Continuing Education Today*. Several articles published on *Humor — Use It To Get The Results You Want* and *How To Make Major Career Shifts*.

MARKETING

Sales:

- Developed over \$100K of proposals to sell microcomputer systems (including software).
- Increased gross profit through an aggressive program to reduce aged inventory.
- Revamped all merchandising including advertisements to improve retail outlet sales.

Analysis:

- Selected and recommended alternate software to improve management/forecasting systems.
- Proposed better warehouse site locations to reduce distribution costs.

ENVIRONMENTAL EXPERIENCE

- Chairman, Marblehead Recycling Committee since November 1988. Expanded newspaper collection and introduced glass and tin recycling. (See Flier)
- Conservation Commission member, 1990.
- Chairman, Thoreau Group (Sierra Club) 1978-1980.

EXPERIENCE

1989 - Present	Instructor, Northshore Community College, Beverly, MA
1987 - Present	Communications Consultant. Clients include North Shore Women in Business, Peabody Chamber of Commerce, Soderberg Insurance Agency, Medtronics Andover Medical, Axis Communications, Houghton Mifflin, etc.
1985 - 1987	Instructor, Lesley College, Cambridge, MA
1982 - 1985	Computer Consultant — Clients included Software Control, Computer Factory, ARA Services, SBSG, Mosaic Software, etc.
1980 - 1982	Senior Analyst (Distribution/Systems) Digital Equipment Corporation, Hudson, MA
1974 - 1980	Division Manager, Sears, Roebuck & Co., Dedham, MA
1967 - 1974	Worked for Public Agencies Communications and Systems areas. Wrote information pamphlets and directories on agency services and recommended policies via proposals.

EDUCATION

MA Management	1978	Lesley College
MA Administration	1969	U. of Mass. Carnegie Fellowship
AB Political Science	1963	University of Wisconsin
NA French	1960	University of Geneva, Switzerland

LANGUAGES

Fluent French. Working ability in Spanish and Russian.

INTERESTS

Amateur vocalist.

HUMOR FROM THE HEART

by Susan Cunningham Campbell

Can you win a friend with humor?
You bet you can.

To laugh is to be human.

Thomas Carlisle said,
*True humor springs not more from
the head than from the heart. It is
not contempt. Its essence is love.*

There are many forms of humor. The one I speak about is not slapstick, sarcasm or satire but a playful humor where we reveal ourselves — our humanness. It eliminates the gulf between you and me — between you and your audience, however small or large. It's a leveler so that we can be more playful and trusting of each other. We are both human beings.

The following vignettes show how some of the more notable and less notable personages have used humor. SPOOFS are caricatures we tell on ourselves to take down those barriers which isolate us from one another.

Winston Churchill probably told this story many times to his colleagues and friends.

He had to broadcast a speech on the BBC. He hailed a cab and said to the cab driver, "Take me to the BBC." The cab driver looked at him and replied, "Can't do it, no time, got to get home to hear Churchill." Mr. Churchill quickly pulled out a pound note as there was no time to lose and handed it to the cab driver. The cabbie took a look at the note and said, "Get in—on to the BBC—the BLAZES with Churchill."

Now Mr. Churchill must have had a wonderful time telling this story because he was acknowledging over and over again that that cab driver knew what was important — the Pound.



Mr. Jack Kennedy, as you recall, had a rather wealthy and powerful father, who had also been an ambassador to England.

When Jack was running for President in 1960, he was invited to Cardinal Spellman's dinner before the election where he made the following announcement:

He said, "On the matter of experience, I recently announced that if successful, I would not accept campaign contributions as a substitute for experience in appointing my ambassadors. And since I said that, I would like you to know that my father has not contributed one dime to my campaign."

Now you can imagine that the audience had a wonderful time with his remark because he poked fun at himself and the enormous wealth that was backing him.

Another example concerns my friend, Jim Canty, owner of the Marblehead Autobody Shop.

My car was bashed into rather rudely late one Saturday evening when the bars let out. I didn't know where to get it fixed. Someone highly recommended Jim. But they gave me this warning: "He does excellent work, but he's awfully crusty."

So I summoned my courage and went to see Jim. Sure enough, he was crusty. He was adding up figures for another estimate and was not about to acknowledge me until that job was done. When it was, he turned and asked me in a most perfunctory fashion, "May I help you?" So I said, "As a matter of fact you can. I understand you do very bad work around here and I would like an estimate." With which Jim sat back in his chair, looked at me with his steely blue eyes and said, "The Worst in Town."

That was it. We had both said the opposite of what we meant and it brought a roar for both of us. We quickly became good friends.

There are times when we suspect that we are being humorous but say things in a very matter of fact and truthful fashion which others may find funny. Here's an example:

Harry S. Truman was famous for being asked to give us all hell. He said to a group of reporters one day:

I never give them hell. I just tell them the truth. And they think that's hell.

Equating his truthfulness with hell brought a roar. He may have suspected it would.

To lessen tensions in difficult moments, to oil relationships, to persuade: the following are examples of this constructive humor at work.

Fred Karpel, chief officer at AT&T was presiding over a very tense stockholders meeting. One stockholder was extremely upset that AT&T had not been contributing enough to charities. So the perturbed stockholder asked Mr. Karpel, "How much money is AT&T contributing to charities?" Mr. Karpel responded, "X millions of dollars." The stockholder was astounded and replied, "I think I'm going to faint." Pokerfaced, Mr. Karpel replied, "That would be most helpful."

Imagine yourself in that audience, feeling as Karpel did, that the amount was extravagant. And what a relief to have Mr. Karpel empathetic.

Through these vignettes you can see how audiences warmed up to their speakers. Humor is engaging. In a moment of tension it relieves anxiety. Jack Kennedy was famous for that at his press conferences. It's the greatest equalizer which gets people to laugh with you rather than at you because they see their own humanness in you. And to top it off people have a wonderful time. With a little self mockery you have guaranteed to win yourself many new friends.

Susan Cunningham Campbell is a communications consultant who coaches individuals in public speaking and writing, offers public speaking and writing workshops and writes public relations materials. For more information, call 617-631-3098.

✓
John Kerry

November 19, 1990

Mr. Arthur Osborne, President
Massachusetts State AFL-CIO
8 Beacon Street, Third Floor
Boston, MA 02108

Dear Arthur,

As I wind down from a very trying election campaign, it is my nature to push aside the unpleasanties and remember the people who helped bring about victory. Your name is uppermost in my mind as a friend who applied his talents and energy to making my campaign a success.

I will always be ready to help the working men and women and your advice in the future will be most helpful to achieve fairness for all of our citizens.

Sincerely,


John Kerry

C

HARVARD UNIVERSITY
JOHN F. KENNEDY SCHOOL OF GOVERNMENT
FELLOWSHIP ANNOUNCEMENT

THE SIDNEY HARMAN FELLOWSHIP
IN TECHNOLOGY, PUBLIC POLICY AND
HUMAN DEVELOPMENT

For the year, 1991-1992, a Sidney Harman Fellowship is being offered to an individual to combine study and practical experience on projects concerning government and industry, to improve work "according to both social-human and economic-technical criteria."

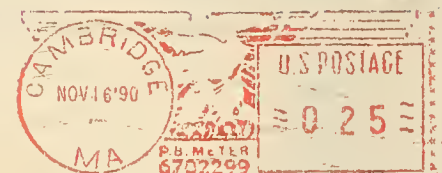
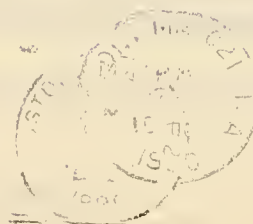
Past fellows have studied and participated in a number of different projects, including: changes in technology and work involving union-management cooperation, the development of innovative managerial leadership, employee participation in management, international management and the role of public policy in fostering progress in these areas.

The fellowship holder is expected to be in residence at Harvard in the Kennedy School of Government and to work in association with a faculty mentor at Harvard University or in the Greater Boston area, on a project or projects negotiated between the fellow and the mentor in advance with the approval of a university-wide faculty committee.

The Harman Program seeks applicants able to combine an understanding of technical and economic questions with knowledge of social and psychological issues such as human motivation, ideology, and culture. The Harman Program seeks applicants able to work both in practical efforts of organizational change and in the development of theory and new knowledge. The fellowship will NOT be awarded to support the writing of a dissertation or regular graduate study or course work.

The DEADLINE for application is Monday, December 17, 1990. The applicant should provide a brief resume, and a 3-5 page proposal with an account of his or her previous experience and interests related to the general area of interest of the fellowship program as outlined above. Also included should be a brief essay on how the applicant would expect to use the fellowship year to further his or her long-term career goals. A list of two or three referees having close familiarity with the applicant's previous work and accomplishments would also be desirable. The application should be sent to Professor (Emeritus) Harvey Brooks, John F. Kennedy School of Government, Harvard University, 79 John F. Kennedy Street, Cambridge, MA 02138.

Applicants whose projects are found promising will be asked to submit samples of their work and recommendations, and should expect to be interviewed before the second week of January by one or more members of the Faculty Committee or Advisory Board. The announcement of the fellowship award will be made in early February, 1991.



Mr. Arthur Osborn
President Mass AFLCIO
8 Beacon Street
Boston, MA 02108

6

APWU AMERICAN POSTAL WORKERS UNION AFL-CIO BOSTON METRO AREA

137 South Street, Boston, MA 02111
(617) 423-APWU

Stephen A. Albanese
General President

October 24, 1990

Nick S. Diliberto
Exec. Vice President

Stephen J. Lukosus
Secretary Treasurer

Joseph J. Primo
Dir. Ind. Relations

Matthew W. Bowen
Clerk Craft President

Arthur Osborne
8 Beacon St.
Boston, MA 02108

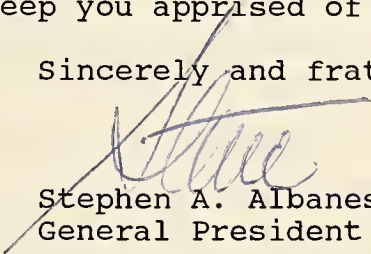
Dear Arthur:

First of all, I wanted to take this opportunity to thank you for submitting my name to be a trustee at Salem State University. I don't know if you are aware or not, but I did receive that appointment about a month ago.

I was sworn in on September 10. I attended my first meeting and raised the subject of our board of trustees taking a public position against question 3. After limited debate the board agreed to adopt and publicize the enclosed resolution. Press releases have been sent out.

I will keep you apprised of my activities.

Sincerely and fraternally,


Stephen A. Albanese
General President

SAA/jm

SALEM STATE COLLEGE
BOARD OF TRUSTEES
RESOLUTION ON THE CLT INITIATIVE

The Board of Trustees of Salem State College, having carefully reviewed the citizens for limited taxation initiative, which is question #3 on the November, 1990 ballot, does hereby resolve and declare that Salem State College will be irreparably harmed and incapable of functioning effectively if the CLT initiative is passed and implemented.

This decision is based on the facts:

1. SSC is the second most poorly funded state college in Massachusetts;
2. SSC has had its state appropriation reduced by 23% or over \$5 million since 1988 in spite of a constant student population of over 5000;
3. SSC has critical positions vacant including faculty positions and the senior academic leadership position, the Vice President of Academic Affairs;
4. SSC has positions vacant that are critical to the health and safety of our campus population, such as, Campus Police, Custodial, and Maintenance;
5. SSC currently educates a college student for approximately \$4000 per year - thousands of dollars below the average expenditure in public K -12;
6. SSC salaries have not increased for 2 1/2 years, yet our employees continue to perform their jobs while assuming additional duties created through vacancies.

Projections indicate that if CLT becomes law:

1. Further budget reductions at Salem State College will approximate an additional four million dollars.
2. Students will be forced to pay higher tuition and fees.
3. Budget decreases will translate into staff reductions - faculty, administrative and support staff which will adversely impact enrollment and the level of services.
4. Accessibility to higher education will be severely restricted.
5. Funds to support library resources, instructional materials, and equipment will be eliminated thus negatively impacting the quality of the educational experience.

The Board of Trustees of Salem State College is charged with the responsibility to preserve SSC, protect the campus population and provide access to a quality college education. In our best judgment, the CLT initiative (Question 3) profoundly threatens our very existence and that of all Massachusetts institutions of public higher education.

SALEM STATE COLLEGE

Salem, Massachusetts 01970

NANCY D. HARRINGTON, President

DATE 10/18/90

REFERRED TO Stephen A. Albanese

- ☐ URGENT ☐ IMPORTANT ☐ ROUTINE
- ☐ FOR YOUR INFORMATION
- ☐ FOR YOUR FILES
- ☐ FOR YOUR APPROPRIATE ACTION
- ☐ PLEASE REPORT ACTION TAKEN
- ☐ PLEASE PREPARE REPLY FOR SIGNATURE
- ☐ PLEASE ANSWER DIRECTLY AND SEND COPY OF REPLY
- ☐ PLEASE ADVISE ME
- ☐ PLEASE RETURN TO ME
- ☐ PLEASE FORWARD TO _____

REMARKS:

For your information I am enclosing a copy of the Resolution on the CLT Initiative which the Board of Trustees voted at their September meeting. I hope it meets with your approval. Press releases have been done on this matter.

✓

Bob DeLeo

for
State Representative



October 12, 1990

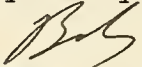
Arthur Osborn, President
AFL/CIO
8 Beacon Street - 3rd Floor
Boston, MA 02108

Dear Mr. Osborn:

Once again, let me thank you for your endorsement of my candidacy for State Representative. Also, a further thank you for your designation of my candidacy as a "Special Friend". I know that your support and all the support of labor was most instrumental in my overwhelming Democratic Primary victory.

Once again, thank you, and I look forward to seeing you soon.

Very truly yours,


ROBERT A. DeLEO

RAD:mel

Committee For Bob DeLeo
171 Cottage Park Rd, Winthrop, MA 02152

Bob DeLo

1910-1915

1910-1915

1910-1915

1910-1915

1910-1915

C

WINNING STRATEGIES

C O N S U L T I N G

TO: Arthur Osborn
FROM: Robin Leeds
RE: Mayors' Endorsement Project Update
DATE: October 19, 1990

Following is a brief outline of the status of the statewide mobilization of mayors against Question 3. You have been notified of our initial activity through memos and copies of mailings sent to the mayors. I hope that this update provides a clearer picture of the public sentiment on Question 3, from a local perspective.

As of today, every city has been contacted. We are currently waiting for final responses from several mayors who have been unreachable. Every mayor has responded positively, with one exception, to actively work against Question 3 from their office. The approach of these operations varies from city to city, as does the level of enthusiasm. The following cities have been the most enthusiastic and active so far: Gardner, Gloucester, New Bedford, Pittsfield, Westfield, Peabody, Salem, Attleboro, Agawam, Lynn, Marlborough, New Bedford, and Somerville.

As you know, Mayor Monahan of Beverly is the one mayor who has not taken a position against CLT. We have been working on turning him around and will continue to do so until he takes a position. Mayor Torigian of Peabody had a long but unsuccessful talk with him.

Logistically, we are waiting for the endorsement documents to be returned to Winning Strategies. We have received a number of them and will continue to follow up our contact with each mayor to make sure that they implement our action plan.

The general consensus statewide is that public sentiment toward Question 3 is mixed. Most cities think that their outreach and education efforts will help move public opinion closer to an anti-CLT sentiment, and subsequently deliver a defeat of Question 3. There is a general concern that senior citizens have not been consolidated against Question 3. Mayor Capuano has said that he "is positive he will deliver a solid defeat of Question 3 in Somerville."

We are coordinating field efforts with Chris Gregory, and city council endorsements with Betty Parnes. We are in contact with Frank Doyle and Tom Snyder at Mayor Flynn's office as well.

We will continue to keep you posted on our progress, particularly our effort to position Mayor Monahan against Question 3. Please contact us if you have any questions with regard to this project.

WINNING STRATEGIES

25 WEST STREET, SECOND FLOOR
BOSTON, MASSACHUSETTS 02111
(617) 482-7278 FAX: (617) 451-5838



The Commonwealth of Massachusetts

HOUSE OF REPRESENTATIVES
STATE HOUSE, BOSTON 02133

CHESTER A. SUHOSKI
2ND WORCESTER DISTRICT
6 CRAWFORD STREET
GARDNER, MA 01440
TEL. 632-9464

ELIZABETH MORONEY JONES
LEGISLATIVE ASSISTANT

Committees on
Ways and Means
Health Care

ROOM 128, STATE HOUSE
TEL. 722-2802

October 15, 1990

Arthur R. Osborn, President
Massachusetts AFL-CIO
8 Beacon Street
Boston, MA 02108

Dear President Osborn:

Thank you for sending an additional contribution to help with my re-election. It will be very useful in my efforts to send out a direct mail piece during these final weeks.

I also want to thank you for taking the time to write me about your other pressing commitments. I have been very vocal in my opposition to "Question 3" in newspapers and in my public appearances. I am doing my best to educate my constituents on its devastating consequences should the ballot question pass.

John Kerry is a very good friend of mine, and I'm glad that the National AFL-CIO, as well as the Massachusetts AFL-CIO, is taking such an active role to ensure his re-election. Congress and Massachusetts would suffer a great loss should his opponent be able to win on the lies he is peddling to the public.

Thank you again for the contribution, and I look forward to a successful election for all of us.

Warm regards,

CHESTER A. SUHOSKI
State Representative



The Commonwealth of Massachusetts

HOUSE OF REPRESENTATIVES
STATE HOUSE, BOSTON 02133

CHESTER A. SUHOSKI
2ND WORCESTER DISTRICT
6 CRAWFORD STREET
GARDNER, MA 01440
TEL. 632-9464

ELIZABETH MORONEY JONES
LEGISLATIVE ASSISTANT

Committees on
Ways and Means
Health Care

ROOM 12B, STATE HOUSE
TEL. 722-2802

October 15, 1990

Massachusetts AFL-CIO
Voter Registration/COPE
8 Beacon Street
Boston, MA 02108

Dear Friends:

Thank you for your generous contribution for my re-election campaign. Your support is truly appreciated during this difficult election year.

Like many incumbents, I am facing a well-funded opponent, who is hoping to capitalize on the tough choices I have had to make to preserve the quality of life for our citizens. Your contribution will help me continue to represent the people in the Second Worcester District, and to continue to fight to put our fiscal house in order, improve our education system for our kids, clean-up our environment, reform our health care system and protect our elderly and disabled.

Thanks for your strong support, and I look forward to working with you in the future.

Warmest regards,

CHESTER A. SUHOSKI
State Representative

CAS:hr



INDUSTRIAL SERVICES PROGRAM

ONE ASHBURTON PLACE • ROOM 1413 • BOSTON, MA 02108 • (617) 727-8158 • FAX (617) 367-0211

Suzanne Teegarden
Executive Director

November 9, 1990

Mr. Arthur Osborn, President
AFL-CIO
8 Beacon Street
Boston MA 02108

Dear Mr. ^{Arthur} Osborn:

I am pleased to send you the 1990 Industrial Services Program Annual Report.

I would like to thank you for all of your hard work and support of the Worker Assistance Centers. These Centers have meant a great difference in the lives of your members and their families.

We again are facing troubling economic times. The ISP continues to rely on labor's contribution to the design and operation of our programs. It is your commitment and contribution that has made these programs some of the most effective in the country.

On behalf of the entire ISP staff, I thank you.

Sincerely,

Suzanne Teegarden
Executive Director

*Hope you're doing well &
that I see you before you leave.*

Michael S. Dukakis
Governor

Paul J. Eustace
Secretary of Labor

Alden S. Raine
Secretary of Economic Affairs

INDUSTRIAL SERVICES PROGRAM 1990



"together, managing change and manufacturing the future"

INDUSTRIAL SERVICES PROGRAM

October 1, 1990

Dear Friends:

Five years ago we started an experiment.

It was called the Industrial Services Program.

Its mission - to provide working people and companies of the Commonwealth with the necessary resources to remain vital and competitive.

For working people, that meant the help and training necessary to compete in a changing employment environment. For companies, that meant consulting and financial assistance to compete in a constantly changing global marketplace.

The experiment has been a success. The ISP has created one of the most successful dislocated worker programs in the country. This year, the ISP was invited to provide technical assistance to the people of Hungary.

The ISP's business and financial services have helped retain thousands of high quality manufacturing jobs in the Commonwealth while its Industry Action Projects have helped important regional industries identify and address the challenges they face for survival. These Projects have won awards from the Ford Foundation, Arthur D. Little, and the American Economic Development Council, among others.

Still paving the way to a strong economic future for Massachusetts, the ISP is now providing assistance to companies in employee involvement and ownership programs and is helping to create new jobs and developing new businesses with entrepreneurial training.

I am proud to present this Fifth Annual Report of the Industrial Services Program.

Sincerely,



Michael S. Dukakis

Governor

A MESSAGE FROM THE EXECUTIVE DIRECTOR

The ISP originated in difficult economic times. It has successfully restored competitiveness to hundreds of small and medium-sized companies, and it has trained thousands of dislocated workers for new jobs in growth areas of the economy. Throughout the economic upturn of the mid-80s, mass layoffs continued, as did the problem of a mismatch between the skills of workers losing their jobs and those in demand by industry. Similarly, although a growing economy provided profitable market niches, many smaller manufacturing companies faced problems of financing, marketing, product development and general management.

Massachusetts economy is again faltering. There is increased dislocation of workers and many businesses are finding it more and more difficult to stay competitive. In addition to these familiar concerns are new ones. With the downsizing of defense-dependent and high tech firms, new types of workers are being affected by closings and layoffs. Bank credit is especially tight. And, the fiscal constraints of the Commonwealth limit the resources available for all forms of assistance.

We hope to build upon the expertise we have accumulated over the years to help Massachusetts turn this period of adversity into one of opportunity. Concretely, this means helping companies re-tool to face the challenges posed by new technologies and new forms of competition. And, it means helping hard working, experienced people gain the new skills they need to earn a good income.

In the past our success has been the result of a strong partnership with companies, workers and the communities we serve. It has meant continued vigilance in the careful targetting of limited resources, the aggressive leveraging of private dollars and Federal discretionary funds and the active coordination of our efforts with those of existing programs and agencies.

Since 1985, the ISP has helped nearly 400 struggling companies and leveraged over \$79 million in private funds to help them. Nearly 80% of those companies have regained their competitive footing, stabilizing over 14,000 quality jobs. At the same time, the ISP has helped over 35,000 workers find new jobs paying an average of 92% of their previous wage. Last year the ISP has raised 60% of its funding from special grants and private donations.

These accomplishments are due to the extraordinary dedication and hard work of the talented people at the ISP, the Worker Assistance Centers and the many public and private agencies and institutions with which we work.

My heartfelt thanks to those who have contributed so much.

Suzanne Teegarden

The ISP was created in 1985 to address three interrelated problems: the competitive difficulties facing small and mid-sized manufacturing companies; worker dislocation from mass layoffs and plant closings; and the mismatch between the skills of those losing their jobs and the labor demand of growing sectors of the economy.

The mandate of the agency was to save jobs and viable companies and to facilitate the transition of workers from firms that were downsizing or closing into those needing skilled labor. Though born in hard times, the ISP provided valuable services even when the economy became stronger in the mid-1980s.

Earlier, in 1983, the United States Congress had passed the Job Training Partnership Act, and in response to concern from organized labor, earmarked Title III funds for dislocated worker programs. Although the emphasis of JTPA was on private-public partnership, Massachusetts pushed that logic several steps further by putting within one agency the mandate to help restore competitiveness to troubled firms and to provide re-employment assistance to dislocated workers.

The combination of these two apparently different programs in the ISP created an important synergy. That synergy has in turn helped prevent layoffs. It has allowed the Commonwealth to build an effective early warning system for troubled firms. It has fostered a unique sensitivity to the concerns of both management and labor. And, as a result, it has generated the cooperation of private companies and organized labor necessary to both successful turnaround strategies and successful re-employment programs.

An early challenge, an early lesson

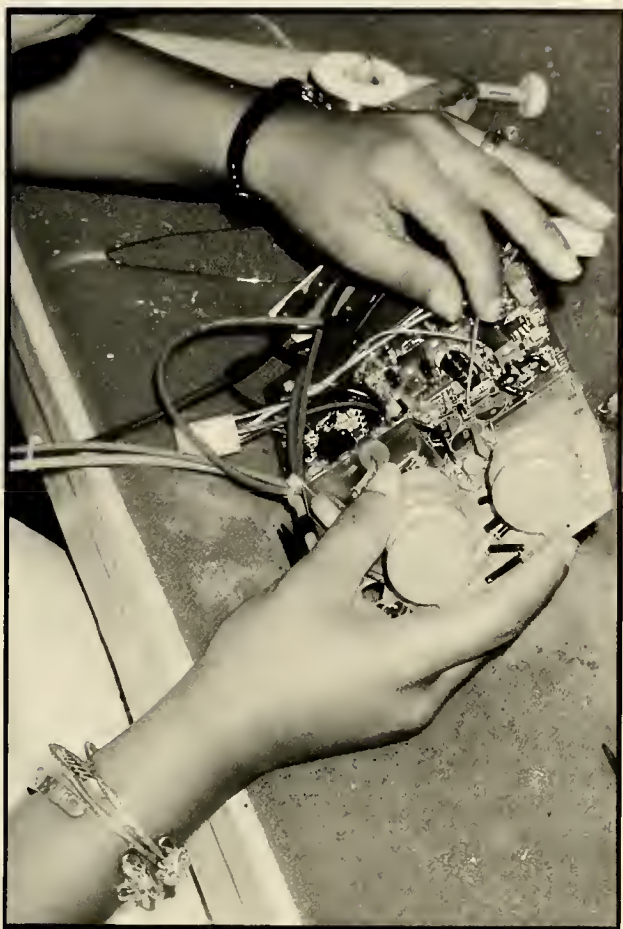
Soon after the ISP opened its doors, the agency was called upon to respond to the largest layoff in recent Massachusetts history: the closing of the General Dynamics facility in Quincy and the layoff of 5000 workers. In a coordinated effort, the re-employment staff of the ISP established a Worker Assistance Center for those who had lost their jobs; the business and financial services staff of the ISP worked with some of the laid-off drafters and engineers to help them begin a computer-aided design firm, and both staffs assisted the union in exploring a possible worker start-up of a ship repair business at the facility.

Because an effective response to this closing required more funding than the Commonwealth had available, the ISP used existing funds to begin services to workers immediately while it identified ways of securing additional monies. Ultimately, \$75,000 was obtained from the Economic Development Administration, \$1.5 million was secured from Title III discretionary funds, and another \$1.5 million was contributed by General Dynamics in the form of staff, facilities, equipment, and supplies.

How and why the ISP works

A multi-dimensional approach

Because there are strong linkages within the ISP, it brings both an "employment and training" perspective and an "economic development" outlook to every problem addressed. The ISP staff reflects this multi-dimensional quality. It is made up of former dislocated workers, turnaround specialists from the private sector, and employment and training professionals.



Quick and flexible response

As a quasi-public agency, the ISP is able to move quickly and flexibly to help both workers in need and firms in trouble. Rather than develop an expensive and relatively immobile infrastructure of service providers, the ISP operates with a small central staff who oversee the creation of Worker Assistance Centers that operate for limited periods of time in areas where they are needed. The ISP's business and financial staff provides temporary consulting assistance to aid firms in finding permanent turnaround strategies, uncovering potential new markets, identifying new sources of financing, and installing new technologies.

Targeting limited resources

Because resources have never been equal to demand, the ISP uses the criteria of most need to target its consulting assistance and re-employment funds. New Worker Assistance Centers are established only in areas where dislocation is a serious problem or when there is a large layoff or closing. Cost-effective rapid response teams which can provide services to workers right at their plants are used when possible. Although any company in a mature industry is eligible for consulting services, the ISP tries to target areas experiencing the severest problems, but whose industries have real growth potential.

Leveraging resources

Over the past five years, the ISP has provided business and financial services to nearly 400 Massachusetts companies. Almost 80% of the companies receiving this assistance regained competitiveness. In select cases, the Economic Stabilization Trust Fund, managed by the ISP, offers short-term gap financing. To date \$8.06 million in loans have been made from the EST. Financial deals are often made in conjunction with other quasi-public corporations, banks and private investors approached by ISP to aid in the turnaround effort. In doing so, the ISP has leveraged nearly \$80 million of private investment preserving more than 14,000 high quality jobs. ISP Worker Assistance Centers consistently maintain low cost per placement rates, provide extensive training services and achieve high placement. The ISP is the only dislocated worker program in the country to implement on a wage retention standard. The ISP has obtained nearly \$14 million in Federal discretionary grants and almost \$10 million in contributions from private companies to fund its Centers.

On-going technical assistance

In addition to its ability to provide and leverage financial resources, ISP offers companies and workers on-going technical assistance. Unlike lending agencies that primarily manage portfolios, the ISP provides continual consulting help from the initial site visit until such time as the company no longer needs assistance. In many cases this can be more important to the turnaround strategy than financing alone. Technical assistance is continually provided to Worker Assistance Centers to ensure high quality, cost-effective programs.

Close partnerships with the companies, workers, and communities

The ISP has shown that effective solutions to problems require the active commitment of those most affected. Worker Assistance Centers are often run jointly by management and labor and all Centers employ dislocated workers on staff. Planning committees composed of representatives from the company and the workforce or union, local elected officials, community and state agencies help coordinate resources and provide start-up assistance.

The ISP's award-winning Industry Action Projects (IAPs) show best this spirit of partnership. The IAPs were formed to help important regional industries such as machining in Hampden County and sewn goods in Southeastern Massachusetts. These projects bring labor, managers, and community leaders together to address the problems and challenges of these yet important industries.

Looking toward the future

In the coming years new challenges will face the ISP. More and more companies will need re-employment services and business and financial advice. In addition, new kinds of workers are being laid off: downsizing by defense-dependent and high technology firms means many more professional and technical employees are losing their jobs. A number of these workers are older and without state-of-the-art skills; some lack any kind of degree. Since state revenues will continue to be scarce, the ability of the ISP to continue providing these much needed services will depend heavily on obtaining other resources.

The ISP is also devising new strategies to respond to these new challenges. In the face of pending defense department cutbacks, the ISP is identifying defense subcontractors to help them develop new markets and is working with the Massachusetts Congressional delegation and the Office of Technology Assessment to shape Federal legislation to assist these firms and their workers. In the face of tightening bank credit, ISP is helping companies become more "bankable". The recently created Office of Employee Involvement and Ownership adds another important economic development tool. For instance, it can help healthy companies stay open by assisting in finding new buyers when owners retire. And, the ISP continues its expansive technical assistance to Worker Assistance Centers to pool resources, develop high quality, customized and cost-effective training programs, and work closely with companies to ensure a good match between their needs and workers skills.

Although new circumstances demand new strategies, the basic mission of the ISP remains the same: to help struggling small and mid-sized companies become competitive again and to find new jobs for good, experienced workers--jobs that will contribute to the economic health of the Commonwealth.

Carving a Niche for full-time employment

"Without the ISP, this would have been a company with a large potential for growth facing a brick wall. The banks were keeping us on a merry-go-round. We built this business by selling our product and ourselves. I know that being able to go directly to the EST Board for the capital we needed made the difference."

In April 1983 Peter Roderick started producing leather goods in his basement in Provincetown with partner Roland Letendre. Peter and Roland worked at first making nylon carrying cases and genuine sheepskin products. Later, both highly skilled in handworking leather, they included all types of leather products.

On Cape Cod, year-round employment is scarce and manufacturing scarcer. However, Peter's and Roland's hands-on management style and the quality of their goods soon meant expansion and jobs for others. By 1989, their company now called Niche, Inc. had sales topping \$ 1.6 million.

The two partners are constantly improving their methods of production and admit that they're never satisfied and are always looking for new ways to improve their operation. This vigilance paid off. They began to realize that they could grow quickly if they had more space. They found enough financing to build a brand new much larger facility in Harwich which they moved into in 1989. However, moving to the new building levied a high price to the company. They now had room to grow, but were unable to get the necessary capital that would finance that growth. Conventional banking sources were exhausted and they came to the ISP for help.

Since Niche provides high paid year-round employment in an area that depends heavily on seasonal work, it was important to help keep these jobs. A \$100,000 loan from the EST provided the needed working capital to buy the materials and the equipment Niche needed to continue full production. This investment gave Niche the ability to continue producing top quality leather products and even expand employment.

Roland sums up what the ISP meant to him. *"The ISP was there ready to help us continue our growth. Without their financial assistance, Niche would have been unable to manage the kind of growth we can handle. That's growth for all of us in the company and growth for Harwich,"*



Workers helping workers: high participation and top notch results

When Harrington Richardson, a gun manufacturer in Gardner, closed its doors in 1983, Norman Jefferson lost a job he held for 32 years. As President of International United Electrical Workers Local #262, Norm was used to helping his fellow workers. Together with the ISP and labor, Norm worked to create a Worker Assistance Center to help Harrington Richardson employees get back to work. This Center eventually opened its doors to all dislocated workers in Northern Worcester County, and today Norm is part of the staff of the Montachusett Worker Assistance Center. With a staff made up of former laid-off workers, this Center has helped hundreds of people from large and small layoffs and plant closings. Norm explains, *"The Center itself can be like a family to some people. I know our training groups do become a family. They come in an hour early to help others who are struggling."*

Daily, dozens of laid-off workers who come in for assistance, counseling, job development, training, education, or just a friendly ear. Since the staff of the Center is made up of dislocated workers they know the needs of the people they serve, and they know what it will take to get them back on their feet.

The Center is operated by the Mt. Wachusett Community College which has provided excellent training and education classes at low cost. Center Director, Dominick Panzarella, a former paper worker and former president of Teamsters Local #16, works together with the College to create customized classes when needed. Hundreds of workers have taken Basic Education and English as a Second Language classes and have been trained in such in-demand skills as Computer-Aided Accounting and Desktop Publishing.

Eileen Sousa, former assembler and union steward at Foster Grant Company, coordinates the services the Center offers. Her background and her ability to talk with people is an asset to the Center. *"I think no matter what your age, young, old, in-between, what it's about is that people do need people. Maybe in fact, I need them as much as they need us. It's important that we set up ways to support and encourage people every step of the way. We want them to believe in themselves."*

The Montachusett Center is housed in the basement of Local #60 Health and Welfare Building in Leominster. Dick LeBlanc, President of the Bay State Council and Executive Trustee of Local #60 has seen his members experience being laid-off and has been a committed Center supporter from the very beginning. The staff has solicited hundreds of dollars of equipment and furnishings from the local community for the Center. With the okay of the local building trades unions, they even spent weekends and evenings to finish the interior dry wall and woodwork for office space and classrooms.

The Montachusett Center has surpassed every performance goal that it has set. This year, they planned to serve 245 people, but helped over 800; placing over 400 in training. ISP Worker Assistance Centers traditionally have provided more training for participants than other dislocated worker programs across the country. Montachusett has taken this tough standard even higher. By utilizing existing resources and bargaining with training providers, the Montachusett Center has been able to secure training for twice as many participants than programs with comparable funding. Since 1985, their work has meant a difference in the lives of over 2,500 dislocated workers.



WORKER ASSISTANCE CENTER ACTIVITY

(at 73 Centers since 1985)



35,637
Participants
Enrolled



80%
Placement
Rate



\$9.48
Average Placement
Wage



92%
of Wage
Retained



44%
Placed
in Training



BUSINESS & FINANCIAL SERVICES

(since 1985)



**392
Companies
Helped**



**38 EST Loans
Totalling
\$8.06 million**



**\$79.8 million
Leveraged
from other
Sources**



**14,498
Jobs
Affected**

Manufacturing the Future - facing global competition

In 1961, Keltron Corporation opened its doors in Waltham producing high quality power supplies which control exact electrical currents and are essential for every electronic instrument. As part of the early electronics boom Keltron became a significant manufacturer in this industry. Founder Harvey Fox's engineering skill and the management skills of President and CEO David Wilbourn who joined the company in 1970 nurtured the company to steady growth. Keltron's sales neared \$10 million in the early eighties.

However, in the late 80s, widespread problems in the electronics industry, including the bankruptcy of one of Keltron's major customers, had damaging effects on the company's profits. Sales dropped, earnings became marginal. Foreign competition added a double blow. Lower priced products from foreign suppliers was a direct hit and the ability of other countries to manufacture consumer goods more inexpensively drove down Keltron's asking price dramatically. Hit directly and indirectly, their future was at risk.

David Wilbourn, says, *"We had been in the trenches throwing out grenades for so long that it was hard to remember when Keltron was a growth company. It seemed like the final straw when our former bank began cutting back on our line of credit."*

But, it wasn't hopeless. Although considerable losses had been noted for Keltron, significant debt had been reduced through depreciation and significant cash could still be generated. Keltron's products continued to be in demand. Many of the company's customers depended on Keltron's ability to provide customized design and engineering services.

ISP staff helped Keltron's management draft a new business plan. This plan identified specific areas within the company that needed improvement. All areas of operation were examined - administration, manufacturing, engineering and sales. Along with these internal improvements, new markets were identified. Keltron began to concentrate its efforts on its digital products and devised a strategy to penetrate this market.

A guarantee from the Economic Stabilization Trust fund of \$250,000, and a million dollar credit line from the U.S. Trust Company were combined to keep Keltron's 140 quality jobs.

Robert Truslow, president of U.S. Trust Company, saw the importance of investing in Keltron, *"Manufacturing and the employment it generates are vitally important to Massachusetts. U.S. Trust is pleased to have worked along with the ISP."*

Like dozens of companies that the ISP has worked with, Keltron needed a little advice and a little assistance. Mr. Wilbourn says, *"Prior to ISP almost every dollar of cash flow had to be applied to debt reduction. There was little available for projects that would improve our competitiveness, such as quality and productivity improvements, or development and marketing of new products. The additional funding was a relatively small amount, but it provided relief from daily cash flow restraints. It was really the catalyst that allowed us to apply time and resources in more productive directions."*

From losing a job to becoming your own boss

After three years as a Marketing Applications Manager at General Electric-Pittsfield, John Janaczeck was laid off. For him, the layoff meant an ending of one job, but it also meant a new opportunity. In 1989, the ISP funded Berkshire Enterprises, an entrepreneurial training program designed to help dislocated workers get the skills they needed to start their own businesses.

"I had taken a job with another large company in Lenox, for three months. They got into financial problems and started to cut back. I was a Product Marketing Manager, but I was told they could no longer afford a marketing department and my services were no longer need. I had opportunities across the country, but those would involve moving. My family and I wanted to stick it out in this area. My wife was working full time. Trying to find a comparable job in the Berkshire County labor market was impossible. I decided to start my own business."

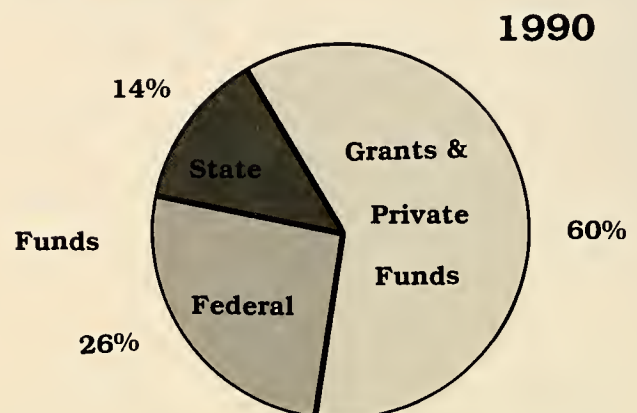
Berkshire Enterprises was developed in collaboration with the University of Massachusetts' Donahue Institute for Governmental Services and was the first entrepreneurial training program in Massachusetts for laid-off workers. The program helps people develop their own businesses through an intensive twelve-week course. The course is run by two entrepreneurs knowledgeable about the needs, pitfalls and opportunities facing new business owners. To help insure that class enrollees are motivated and serious about starting their own businesses, Berkshire Enterprises carefully screens applicants. The class then provides information on financial planning, raising capital, marketing, sales and taxes. Participants are expected to complete a business plan during the course and many actually begin their companies before the end of the program. Berkshire Enterprises

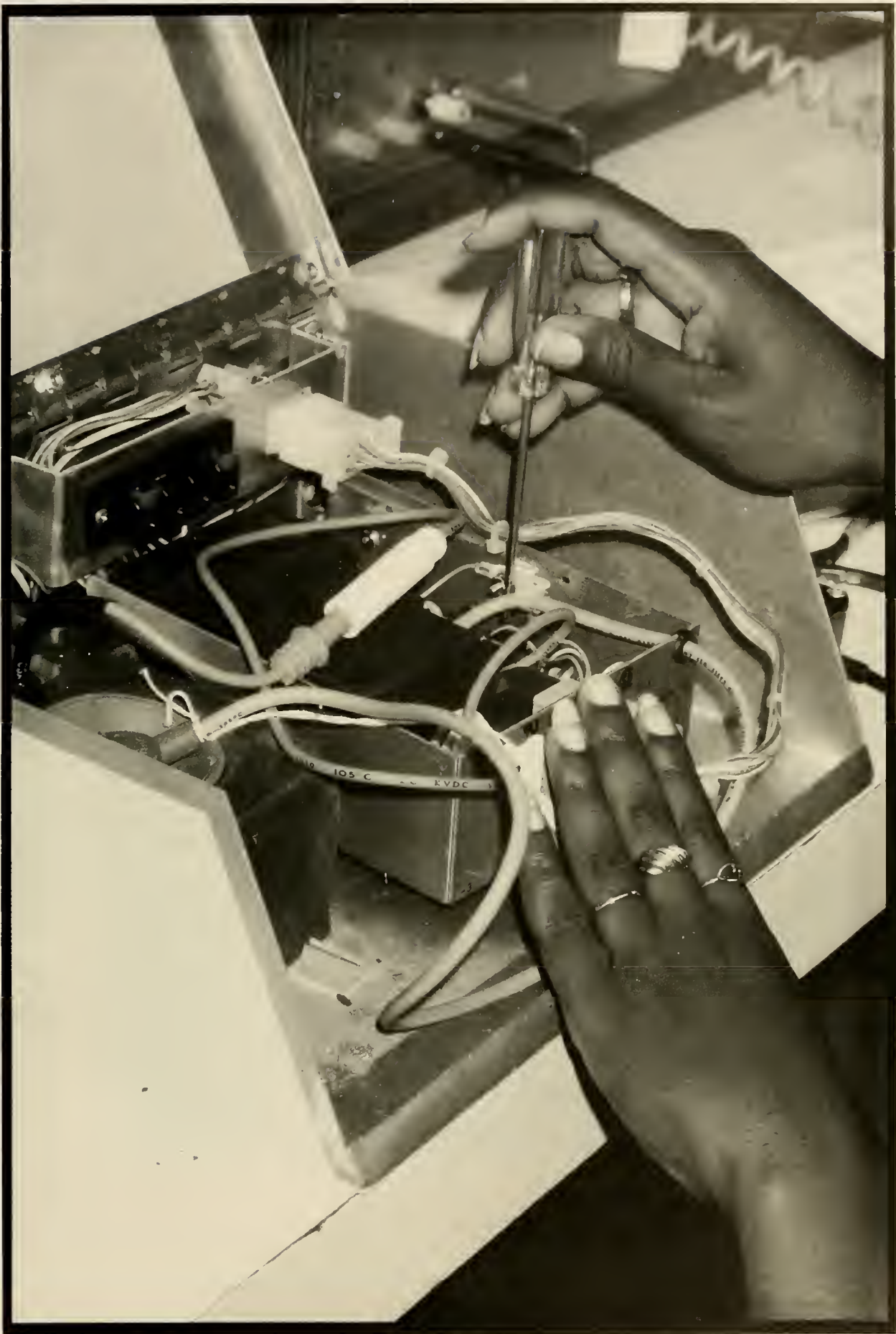
continues to help by providing technical assistance and consulting even after the classes have ended.

John's first task in the course was market research. He wanted to find a product in demand. Because more and more people are concerned about "sick building syndrome" and are more conscientious about pollution and the environment, John determined that air purification and water treatment products were being sought after with great interest. John saw his market - offering environmentally sound alternative water and air purification systems. That was the beginning of Cleaner Environment Technologies.

"Berkshire Enterprises helped me downsize my train of thought. I was used to large organizations like the military and GE. I needed to look at the nickel and dime side." While in the Berkshire Enterprises training, John sold products in the evening. By carrying unique products that were founded on new technologies, John's business was off and running.

John is one of 52 people who have already completed the course. Twenty-five recently laid off workers are scheduled to begin in the Fall of 1990. Twenty-five new businesses are already up and running as a result of Berkshire Enterprises and these new companies have created 43 new jobs. Other businesses are in the planning stages.





National recognition for effectiveness

The effectiveness of these efforts and the quality of the ISP's programs have been recognized nationally. The Industry Action Projects have won awards for excellence in government from the Ford Foundation, Arthur D. Little Company, and the American Economic Development Council. The ISP has been asked to share its experience with other states across the country. Also, ISP staff were members of the U.S. Department of Labor's delegation to Hungary to provide training in serving dislocated workers.

INDUSTRIAL SERVICES PROGRAM STAFF



Front Row: June Sekera, Barbara Demsey, Elizabeth Prins, Diane White, Barbara Baran

Second Row: Ed Hitchcock, Lionel Romain, Suzanne Teegarden, Rosemary Graham,
Joe Griffis, Frank Porter, Kim Williams, Ed Bartkiewicz,

Howard Frim, Gregg McCutcheon, Breck Balmos

Back row: Christopher Donohue, Vathana Soch, Stacey Moran

Missing: Patricia Collyer

Design & Photography by Christopher Donohue

Written by Suzanne Teegarden, Barbara Baran & Christopher Donohue with thanks to Barbara Demsey



INDUSTRIAL SERVICES PROGRAM

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Massachusetts Institute of Technology

C

Bob DeLeo

for
State Representative



November 7, 1990

Arthur R. Osborn
Massachusetts AFL/CIO
8 Beacon Street
Boston, MA 02108

Dear Mr. Osborn:

Let me once again thank you for all your support and assistance in my campaign for State Representative. I'm sure it was most helpful in our overwhelming victory on November 6, 1990.

I further wish to tell you how truly sorry I am in not attending the Testimonial Dinner in your honor. However, I was not informed of the dinner until after it took place; otherwise, I would have been happy to be there to join the many others who paid tribute to your many years of hard work.

Once again, my sincerest thanks, and I look forward to seeing you soon.

Very truly yours,



ROBERT A. DeLEO

RAD:mel

Committee For Bob DeLeo
171 Cottage Park Rd, Winthrop, MA 02152

COPE

AFL-CIO



Committee on Political Education

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815 16TH STREET, N.W. ★ WASHINGTON, D.C. 20006 ★ (202) 637-5101

November 9, 1990

Mr. Arthur R. Osborn
President
Massachusetts AFL-CIO
8 Beacon Street, 3rd Floor
Boston, Massachusetts 02108

Dear Art:

Thank you for the outstanding effort your State AFL-CIO put forth in the recent campaign.

Nationally, we can consider the results an over-all success. We helped to elect 72 percent of all endorsed candidates for governor, U.S. House and Senate.

I know this: While results varied from state to state, the degree of commitment and effort by our state federations did not. It was high everywhere, your own state included. It is to your credit and that of other officers, activists and members.

Again, thank you for your cooperation and for the excellent campaign you conducted.

Fraternally,

John Perkins
Director

